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COMMANDER'S HANDBOOK ON RESOURCE DISCIPLINE(U) AIR
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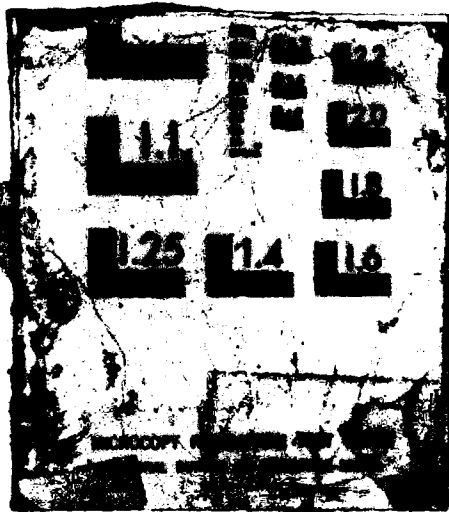
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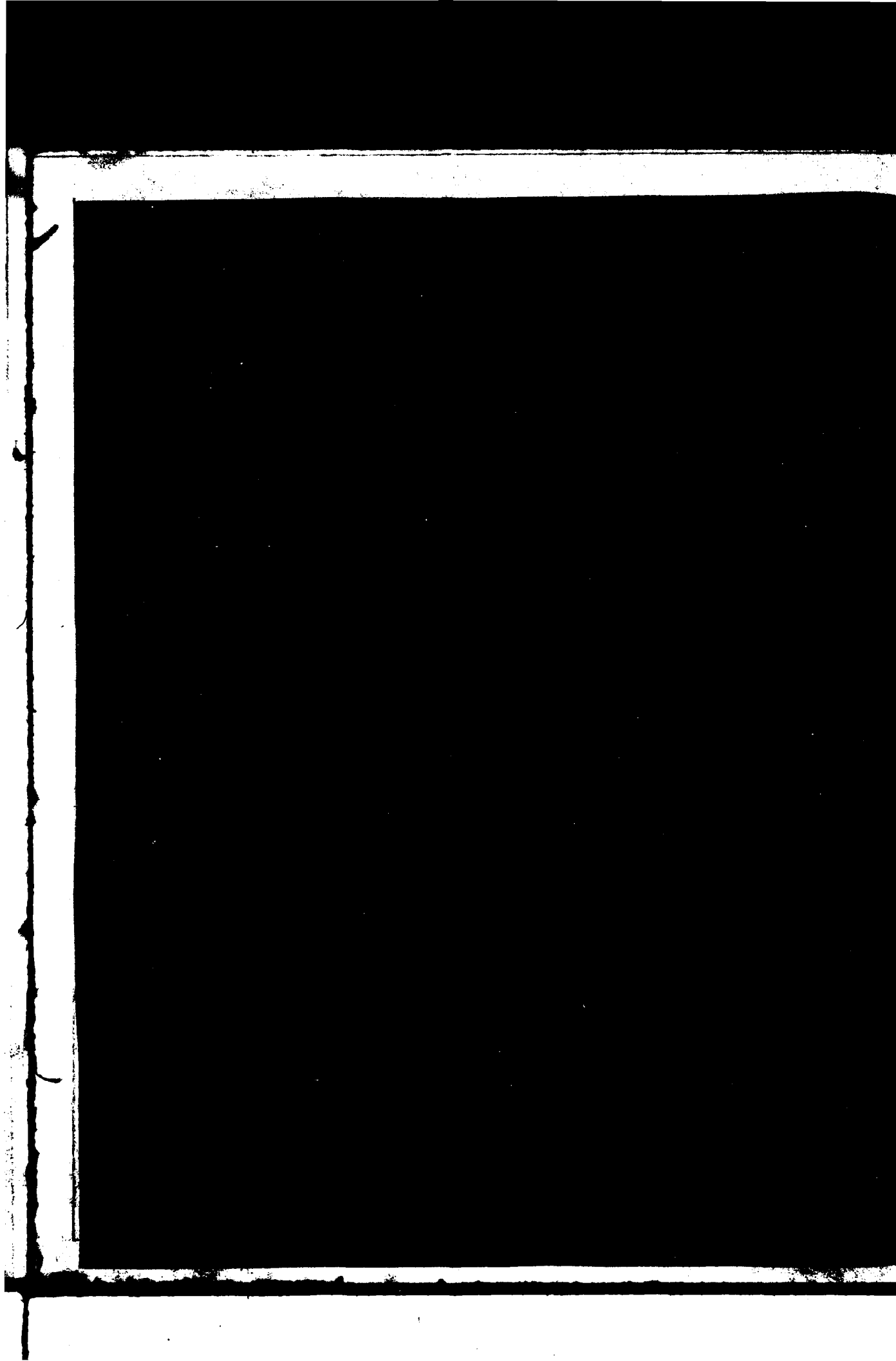
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About the Author

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Preface

As a squadron commander, some of your responsibilities will be in areas in which you will probably not be the expert. One such area is the buying and using of government supplies and equipment. Recent changes in regulations point to you—the commander—as the responsible individual when it comes to wisely using government resources to accomplish your mission. Emphasis during recent Air Force and MAJCOM inspections is focusing on the commander's ability to effectively use resources and establish a program to combat fraud in the use of government supplies. This handbook will provide you, the squadron commander, with a tool to help effectively manage and control those resources.

The purpose of this handbook is to develop a tool which will provide guidance and information in the areas of resource protection, supply discipline and prevention of fraud, waste, and abuse. This handbook will not make you the expert, but it can help you become familiar with complex issues and point you in the right direction when it comes to resource discipline. In addition to this handbook, other source materials may help make your job of squadron commander easier. An excellent "people" sourcebook is Air University's Guidelines for Command. This handbook is an extension of that guide, focusing on the supply system and the proper management of your resources. <—

I would like to thank Captain David King of the Air Force Logistics Management Center for his valuable guidance and direction during the development of this handbook. Also, my thanks go to Lt Col Hank Staley, ACSC, for allowing me to use and misuse his cartoon characters. After review and approval of the content, this handbook will be published as an Air Force Logistics Management Center product.

Table of Contents

Preface	iii
About the Author	iv
List of Figures	vi
Chapter One — Introduction and Responsibilities	1
Chapter Two — Supply Procedures	4
Chapter Three — Equipment Management	14
Chapter Four — Resource Protection	18
Chapter Five — Financial Management	21
Chapter Six — Fraud, Waste, and Abuse	25
Glossary	28
Appendices:	
Appendix A — Status Codes	31
Appendix B — Shipment Codes	33
Appendix C — ERRC designators	35
Appendix D — Equipment Request Help	37
Index	40

List of Figures

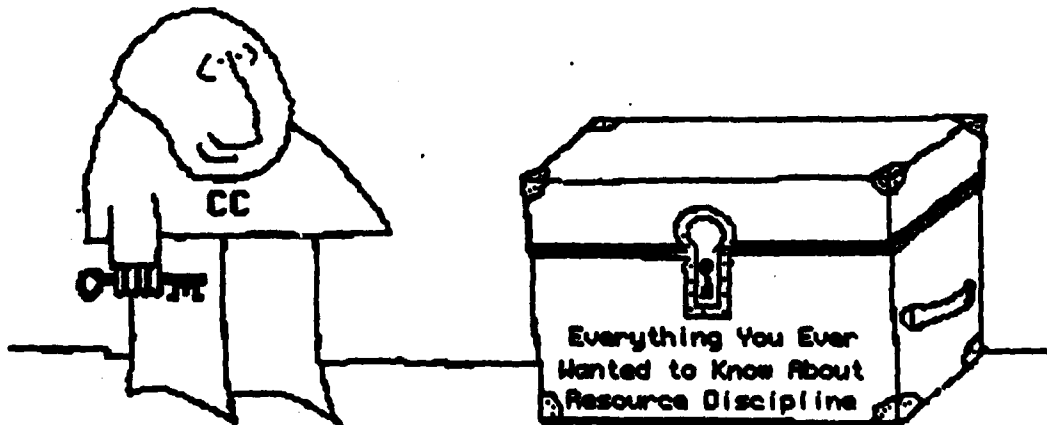
Figure 1 — Supply Complex	5
Figure 2 — Supply Collection Area	12
Figure 3 — Base Level Financial Structure	21
Figure 4 — Sample Spending Chart	23

Chapter 1

Introduction and Responsibilities

Your responsibilities as a squadron commander involve more than meeting the mission and taking care of your people. You also need to wisely use government resources. The leadership you display concerning resource conservation will play a major role in how you and your folks get the job done. As suggested above, the scope of your responsibilities varies widely. Understanding the basics of these responsibilities and what is expected of you is just one of many steps to being a successful commander. As a squadron commander, a key area you need to understand is the area of **resource discipline**.

The term **supply discipline** has been used in the past to describe the concept of supply conservation. However, for this handbook we'll use the term **resource discipline** to describe a similar but more encompassing concept. A resource is something you use to take care of a need. Normally you associate the supply system with your resources, thus the term supply discipline. However, resources are also your time, your efforts, and, of course, your money. Thus, resource discipline includes not only the ideas



of supply discipline but also the protection of your assets, financial discipline, and the search for waste and abuse in the use of your assets. Having explained this resource discipline concept, let's look at some of your basic responsibilities as a commander in this area of resource discipline.

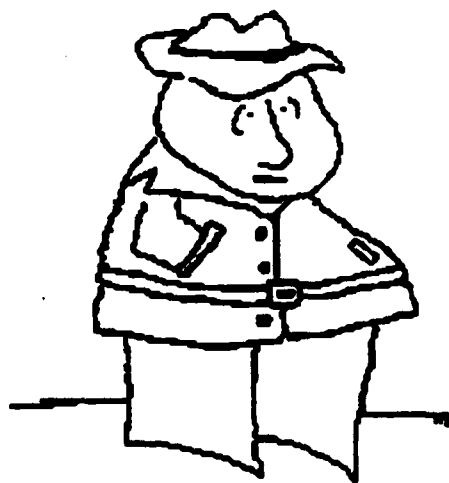
AFR 20-14, Management of Government Property in Possession of the Air Force, outlines your responsibilities as a commander for using and maintaining government resources. The bottom line is that the responsibility for management and conservation of government property is the commander's job. Below is a brief overview of your responsibilities:

- **Managing Property**
 - safeguarding
 - educating and motivating subordinates
 - initiating a self-inspection program
- **Protecting property and work areas**
 - investigating incidents of resource mismanagement
 - identifying critical resources and establishing protective standards
- **Reviewing financial programs**
 - knowing what it costs to run your organization
 - examining causes of fiscal problems
- **Establishing an active fraud, waste, and abuse (FW&A) program**
 - ensuring FW&A is not present in your work areas
 - publicizing results of FW&A investigations

These are your basic responsibilities as a squadron commander and should be a starting point for you when thinking about resource discipline.

The remaining chapters will cover each of these topics in greater detail. Chapter 2 discusses basic supply procedures that you need to be familiar with to support the concept of resource discipline. Chapter 3 looks at Air Force equipment and how you

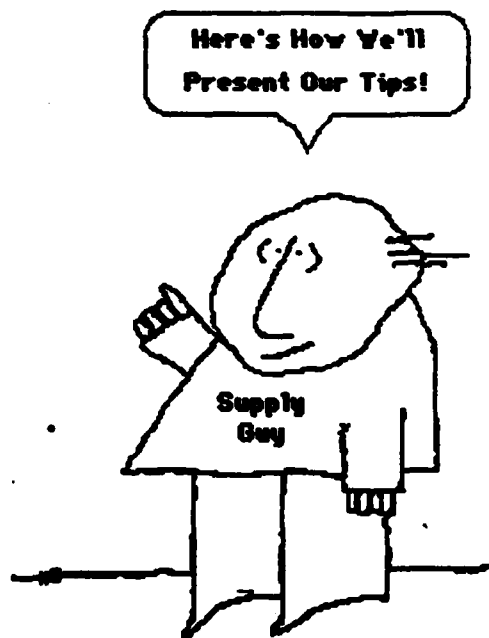
**Pssst...! Ya Yanna
Hear Some Hot Tips?
(Read on... Read on...)!!**



need to acquire, control, and dispose of it. Chapter 4 reviews Air Force resource protection requirements and also discusses the Harvest Secure program. Chapter 5 ties together the financial aspects of resource discipline and some guidelines for financial control. Chapter 6 concludes by focusing on one of the hottest subjects in the Air Force—Fraud, Waste, and Abuse.

Note: Throughout this handbook we will be giving tips and techniques to support the resource discipline concept. These tips will be presented in the following format:

Control of Sensitive Items. Some items such as batteries, sunglasses, and film are much more likely to disappear if controls are not placed on their disbursement. Controls can be one-for-one trades or a simple log. Whatever the controls, periodic review should be made to see who is drawing the items.



Chapter 2

Supply Procedures

As a commander you are probably well aware of how much the Air Force supply system impacts the success of your unit. Learning some key facts about Supply can help ensure you have the item you need—when you need it! The ideas we'll discuss here will not guarantee success in your interaction with Supply. However, your job will be that much more difficult if you don't understand supply procedures. This chapter will concentrate on your normal day-to-day relations with Supply. On a day-to-day basis you'll need to be aware of the supply order and issue process, have an understanding of some of the basic supply codes, as well as the inner workings of Supply, and an understanding of the new supply programs to help you better control high value resources that can be of a significant interest to the bad guy. We don't expect you to be able to do or be knowledgeable of all these things. But, you should know the basic rules of engagement and be able to lead your folks in achieving effective resource discipline.

The supply bible is **AFM 67-1, USAF Supply Manual**. This multiple volume manual is only for the real supply diehard. You, as the supply customer, will normally use **AFR 67-23, Standard Base Supply Customer's Guide** as a reference. It should be available in your orderly room. If you can't find your answer in AFR 67-23 or this handbook, call a supply expert. That expert is at the **Customer Service Unit**. Ninety-nine out of every 100 times you or your folks need help from Supply, the Customer Service Unit is the place to call. We'll mention later where other experts can be found.

The Chief of Supply (COS) commands the supply unit and manages five branches. As a new commander, you should visit the COS to get better acquainted with the local supply complex. A basic wiring diagram for Supply is shown in Figure 1. The five branches responsible for supply operations are:

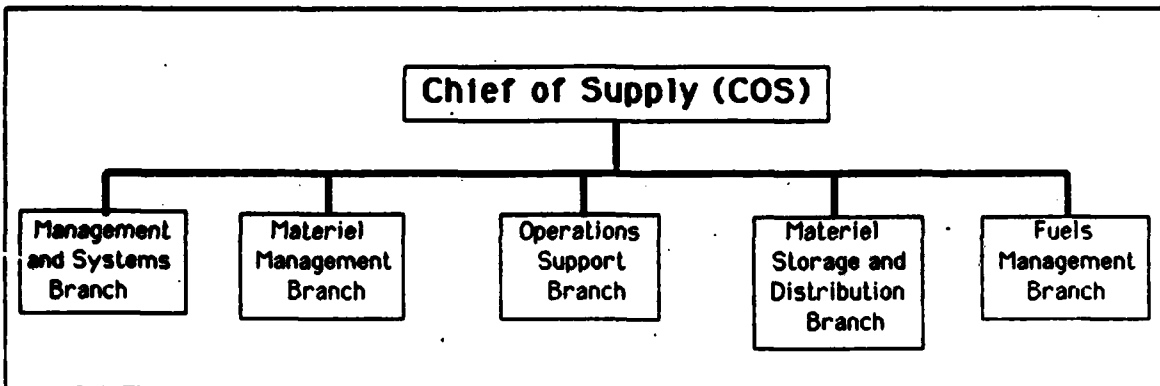


Figure 1. Supply Complex

- **Management and Systems Branch** — responsible for the Customer Service Unit and customer training, the management of inventory records, and the operation of the supply computer.
- **Materiel Management Branch** — responsible for equipment management and stock control; it is the single point of contact for all over-the-counter customer business. Retail sales (base service, store, tool issue, and individual equipment issue) occur in this branch.
- **Operations Support Branch** — responsible for war readiness materiel, the ordering and issue of supply type items (Demand Processing Unit), and the control of reparable items.
- **Materiel Storage and Distribution Branch** — (the warehouse) responsible for receiving, storage, delivery of supplies, and also manages all Bench Stock accounts
- **Fuels Management Branch**—manages all aviation and ground fuels used at the base.

Most, if not all, of your people's contact with Supply will be with the **Customer Service Unit** within the Management and Systems Branch. Within this section, a single point of contact is always available to answer any of your questions or resolve your complaints. Make sure your folks are aware of this service. As we talk more about Supply, such as issue and turn-in procedures

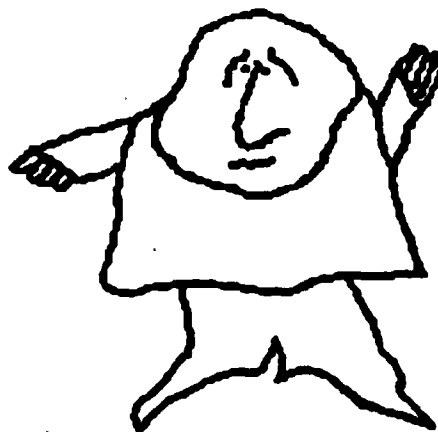
and supply priorities, we'll tell you where the points of contact are within each of the supply branches to help resolve more difficult questions.

Training is the your first step to a successful relationship with Supply. **AFR 50-10, Base Level Supply Customer Training**, outlines the required training program. The program contains four separate blocks of specialized instruction which are outlined below.

- **Block 1 — General Supply Indoctrination**
 - Introductory training for organizational resource managers and supply representatives. Could even be a good course for a new commander.
- **Block IIA/B — Bench Stock and Repair Cycle Management**
 - Specific training for bench stock and due-in from maintenance monitors.
- **Block III — Equipment Management**
 - Equipment custodian training to be discuss in Chapter 3.
- **Block IV — War Reserve Material (WRM), War Readiness Spares Kit (WRSK), and Mobility Management.**
 - Specialized training for logistic planners.

Probably the most frequently asked supply question is, "How do I place an order with Supply or how do I get something from Supply I need?" Hopefully we can help answer this question for you now. There are many ways to order an item from base supply. This chapter will concentrate on **expendable supplies** which are items you use, then throw out (pencils, light bulbs, nuts and bolts, etc.), or that lose their identity when attached to another item. Expendable supply requests are normally made on AF Form 2005, Issue/Turn-in Request, to the **Demand Processing Unit**. Orders can also be made to the

**Call Demand Processing
to Place an Order....**



Demand Processing Unit by telephone or through other locally established procedures. On the AF Form 2005 you need to have a stock number and your account number. Stock number information is available through the Supply Research Unit which is a part of demand processing.

Consumable XB3 Items. Normally we think of these as being consumed in use and then thrown away. This is not necessarily true. There is a good chance that these items can be cleaned, repainted, straightened, etc. Consumables might not be consumable. Designate someone to look at these items for possible reuse.

Direct, over-the-counter transactions happen in the **Retail Sales Section**. Retail sales sells expendable administrative supplies which are found in the base service store (BSS), tools from the tool issue center, and individual equipment. As the commander, you'll tell the BSS and tool issue center who in your unit can buy items. You'll do this by sending a letter to the BSS telling them who in your unit is authorized to buy BSS items and tools. Those people you identify will receive a credit card (BSS, tool issue, or both) which must be displayed when using Retail Sales.

Base Service Store (BSS) Sales. Controlling purchases at the BSS can be difficult. The more people authorized to purchase, the greater the likelihood of increased purchases. Control the number of people with BSS cards and establish a budget to manage those costs, and it'll be a piece of cake.

Individual clothing and equipment is a separate account in which accountability is recorded on the individual's **AF Form 538, Personal Clothing and Equipment Record**, or on a temporary issue receipt. Commanders have some leeway in determining specific individual equipment needs. The topic of equipment will be discussed in greater detail next chapter.

Whether you buy an item through demand processing or retail sales, one very important number you should know about is what's known as a **document number**. A document number is a 14 digit number which is used for control and accountability. This document number tells you what organization and shop is buying the property and what date it was ordered. If you have a problem with an item, being able to relay the document number to the Customer Service Unit will save everyone time. Also, inadvertent supply charges to your account are sometimes made

because of errors in document numbers. All the specifics on what is included in the document number are listed in AFR 67-23, Chapter 2.

How quick you receive what you order depends on if the item is in stock or not. If available, then a delivery priority system (ranging from 1 to 7) determines how soon supply delivers the item. **Delivery times vary** from NLT 30 minutes for grounding aircraft parts (priority 1) to a routine supply delivery of a day or two.

Receipt of the Wrong Item. Even supply folks are not perfect (believe it or not) and you can receive the wrong item or the wrong quantity of your item. Have your people notify supply immediately so corrections can be made.

When a requested item is not available for delivery, a backorder condition is created and an offbase requisition is made. The offbase order includes a supply priority which is independent of the delivery priority. Many factors are involved in determining the supply ordering priority. The bottom line is that the order priority can either be an

- **A** — prevents mission accomplishment,
- **B** — impairs mission accomplishment, or
- **C** — stock replenishment.

A real problem exists in this priority area because everyone thinks their needs are a priority requirement. If all orders are a priority A or B, then the system doesn't know what is really important and what is not. The result is that the system will bog down. Don't let your folks overreact to your needs and order something with an inflated priority just to please the boss.

Don't Hoard Items. The SBSS is driven by demand action. The more consistent your demands, the less fluctuations in stock levels. Buying in large quantities to avoid the chance of an out of stock item later generates large variations in stock levels. The loser is this situation is you; your funds are tied up in low priority supplies and the chance of pilferage is greater.

To help manage supply priorities and identify possible abuses of the supply priority system, a computer report is sent to your unit

from Supply. The D18, the **Priority Monitor Report**, provides a current summary of all your priority supply and equipment items on backorder status. D18s for Priority A items are sent to each unit daily. Once a week the D18 also contains a list of Priority B items. These reports require validation at the unit level to ensure these items continue to be "real priorities." Downgrade items that don't have a true urgency requirement to a routine status. As we discussed earlier, priority abuse is a real problem. This report gives you a chance to review your unit's priority requests and also monitor the status of each item through supply codes.

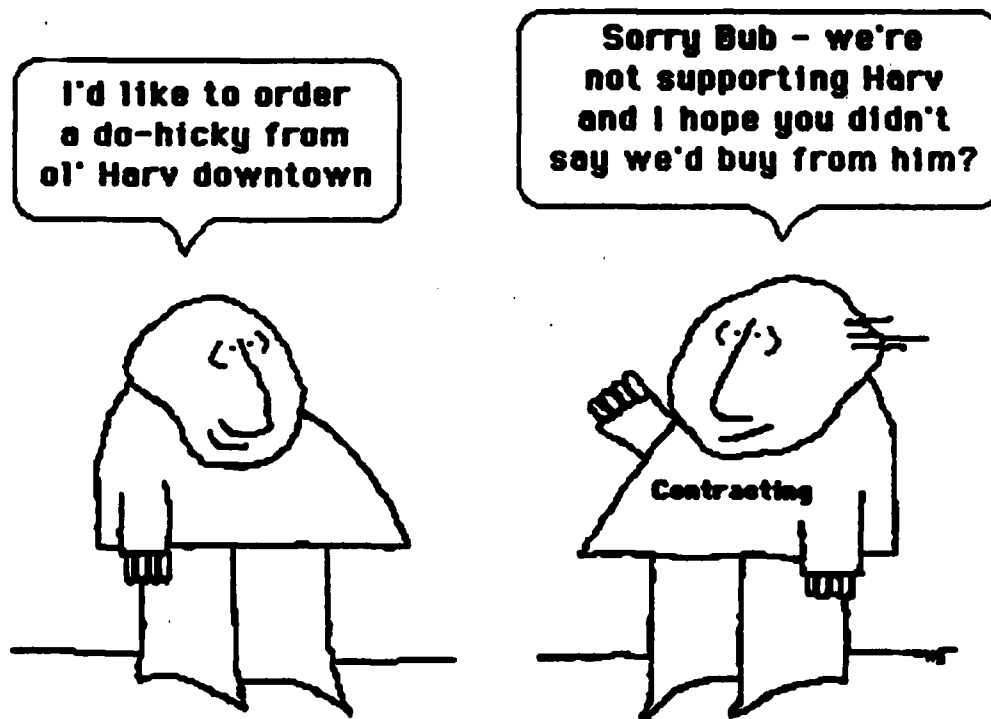
Priority codes aren't the only codes Supply uses. Other codes you should know about are Status Codes, Shipment Codes, and ERRC codes.

- **Status codes** relay status of a backorder, shipping status, and group various goods into categories to facilitate their management. Status codes provide basic information to the requester on the planned delivery date of an item or reason for delays and are available in the D18. Common status codes are: BA, item being processed for shipment; BB, item back-ordered; and BH, a substitute item will be shipped. A partial listing of status codes is in Appendix A.
- **Shipment codes** give a method of shipment. For example, A is motorfreight; F is military air; N is LOGAIR; and Q is commercial air freight. A complete listing of shipping codes is in Appendix B.
- **Expendability, Recoverability, Repairability, Category (ERRC) codes** categorize Air Force inventory into various management groupings. These groupings determine how the logistics system manages each item. ERRC designators are a three-position code (such as XB3) which designate whether an item is expendable or not and which level in the logistic system (depot, intermediate, or base) repairs and/or condemns the item. For example, XB3 designates an item as either expendable, unrepairable, or user condemned. A complete summary of ERRC designators is in Appendix C.

All recoverable supply items [XD(x), XF(x)] are controlled under the due-in-from maintenance (DIFM) concept. This concept takes advantage of local repair capability within maintenance to insure the availability of selected spare parts (normally aircraft parts). Recoverable spares are individually controlled throughout

the logistics system. The logistics system includes the depot, base supply, and the user. If you use reparable spares in your unit, you need to be aware of how this system works on your base and what controls are used to insure timely submission of items from your unit back into the supply and repair system. The **Repair Cycle Support Section** in Base Supply manages DIFM assets and should be able to answer your questions.

Not everything you need to operate your squadron will be available through government supply channels. When this happens you'll need to shift your focus from Base Supply to **Base Contracting**. However, the procedures to requisition those items from Base Contracting remain similar to standard base supply procedures and in fact you'll still be working through Base Supply. Use an AF Form 2005 along with a DD Form 1348-6, Non-NSN Requisition, to order an item locally. If you want a particular **brand name** item or if you want to buy an item from a **sole source** — you'll need to justify it. Technical needs rather than personnel convenience is the argument used by base contracting to discourage brand name or sole source purchases. The Customer Service Unit together with your base contracting folks can answer your questions about non-supply items.



A word of caution here. Only contracting officers can commit government funds. **Don't obligate** your unit funds to a vendor. The rules governing the spending of Uncle Sam's money is far beyond the scope of this handbook. However, **AFP 70-1, Do's and Don'ts of Air Force-Industry Relations**, provides an excellent summary of the right and wrong way to involve yourself in contracting activities.

Of course one of the realities of our supply system is that we don't get everything when we want and sometimes the quality or durability is less than desired. What actions can you take if Murphy was your cousin? First, if you run into problems with supply delays, request Supply initiate a follow-up message within the logistics system. If an item you receive has a deficiency or latent defect, return the item to supply and initiate a **Materiel Deficiency/Quality Deficiency Report (MDR/QDR)**. T.O. 00-35D-54 contains the instructions. Normally the inspectors in the Inspection Section of the Materiel Storage and Distribution Branch or the Quality Assurance Section in the maintenance complex have all the information you need to submit this report. If you don't submit the report, you could get the same item again, and it could have the same defect.

Most of your time with supply will focus on ordering an item. However, things do wear out after a while and you'll eventually have to dispose of them. Returning items to Supply is our next subject. All government property must be turned in to Supply or to the **Defense Reutilization and Marketing Office (DRMO)** unless it has no potential value. Determining value is not always easy. If in doubt about an item, check with the Inspection Section.

The **turn-in of consumable items** was once a complicated process but is now as simple as one, two, three. You need to establish one or more turn-in/pickup points for all your XB3 consumables. Each point should consist of three segregated areas marked as follows: -

- **(1) Serviceable-identified materiel** which really means excess materiel to be turned back into supply.
- **(2) Serviceable/reparable not identified materiel** which usually means parts of larger assemblies.
- **(3) Unserviceable/scrap materiel** which will be your largest collection and is normally in a barrel.

This program has been dubbed "**Wastebusters**" or the "**3 Bin Program.**" Figure 2 shows an elementary three barrel collection

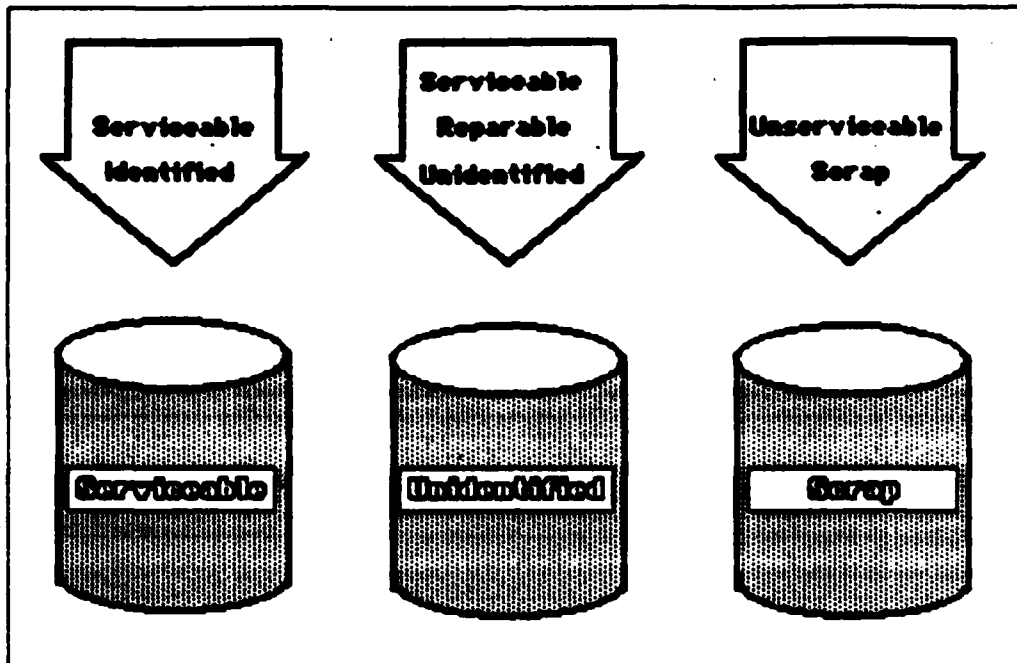


Figure 2. Supply Collection Area

effort. Many bases require this scrap materiel be segregated by metal types because DRMO sells the scrap by that method. Designate people in your organization to periodically review and determine disposition of items in the "not identified" area (Supply just doesn't have the expertise to do that job) Supply will routinely pick up items in the first and third category.

Shop Residue. Residue stock is the result of changes in bench stock authorizations, unit pack issues where you need one but they come packaged by the hundred, and excesses from work order changes. Shop residue is authorized, but managing it can be difficult. Don't hide it. Properly identify residue in bins and make sure everyone knows where it is. Using shop residue will save you money!

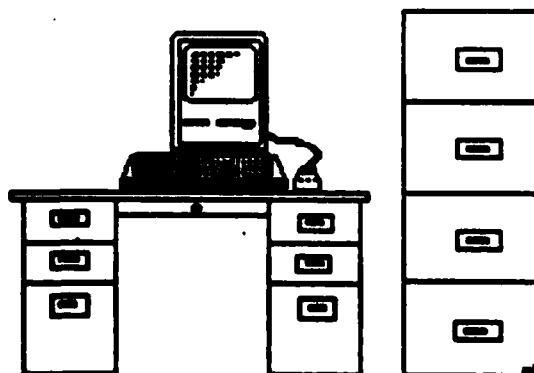
The benefit of the Wastebusters program is two-fold. First, assets are returned to Supply that could be used by other organizations. Second, your unit could possibly receive credit for the items turned in to Supply. Whether you receive credit or not is dependent on the current stock levels of the particular item. (If

current stock levels are below authorized levels, then your unit receives credit for the turned-in item.) The challenge in effectively operating a consumable turn-in area is to publicize its existence, make the procedures as uncumbersome as possible, and keep the area neat and clean so it doesn't look like a junk yard.

Last Look Program. Prior to forwarding items to DRMO, many Supply units will display items in an area called Last Look. This program offers to the military customers a chance to find items needed for your unit. The price is right—free. Make sure your folks know about this program.

In a few short pages we've tried to familiarize you with the day-to-day workings of Supply. Money spent on consumables is always the most difficult to manage and control. A little knowledge on your part can provide the edge to keep you on top of things and, more importantly, to show your people that resource discipline is an important issue in your unit.

**Now Let's Talk
Equipment Management!**



Chapter 3

Equipment Management

Much of your unit's property is durable in nature and capable of continuing or repetitive use (such as desks, chairs, computers, and shop equipment) that you are held accountable for by the Chief of Supply. In contrast to the consumable items we discussed in Chapter 2, additional rules govern nonexpendable equipment to include resource protection requirements in AFR 125-37. This chapter reviews procedures for ordering, controlling, and turning in equipment items. The focus in this chapter is the same as the last; you need to be aware of your responsibilities in the equipment area and know the basic requirements in managing equipment items.

Equipment is accountable, and Supply groups it into two categories:

- **Equipment Authorization Inventory Data (EAID)** is the term supply uses to designate a category of equipment that must be kept on record with supply. The name of the account used to record these items is your **Custodian Authorization/Custody Receipt Listing (CA/CRL)**. Examples of EAID equipment include shop equipment, ground support equipment, and some furniture.
- **Non-EAID equipment** is normally not accountable after issue. However, not accountable is entirely different than a lack of control. You still need to control Non-EAID equipment. Examples of Non-EAID equipment include standard desks and chairs.

Supply assigns an **Equipment Management Code (EMC)** to each equipment item so we know if it is an EAID or non-EAID item. That EMC is also the third digit of the ERRC designator (see Chapter 2 or Appendix C). The kicker is that there are many exceptions to these rules and if you need to know what a code means, ask!

Your responsibility in equipment management is to manage and control assigned equipment. The key to successful equipment management is your primary and alternate **equipment custodians**. Make sure your custodians have the time to do the job. The custodians you appoint must attend required training given by the Equipment Management Section in Supply. AFR 67-23, Chapter 8 outlines custodian responsibilities. These responsibilities involve the paper work associated with the CA/CRL and ordering of equipment. One of the most overlooked responsibilities is to make periodic spot checks of your equipment inventory and physically account for it. It can be embarrassing to your custodian and to you to have missing equipment that was last accounted for two years ago. Be familiar with your custodial accounts and know what kinds of equipment you're responsible for.



Managing equipment takes skill; knowing what equipment you're authorized at times takes a genius. Equipment allowance documents, **Tables of Allowances (TAs)**, determine the number and types of equipment for your unit based on its mission. While some of these TAs are easy to use, many have more exceptions and rules than you can count. An **index of all TAs (AFR 0-10)** is a good place to start when looking for something different. TAs are updated monthly (**TA 002**) and should be checked when researching an item.

Clothing and Hand Tools. TAs contain an upper limit on items authorized for issue. An example is four flying suits per individual on flying status. Not everyone needs the full authorization and you can direct changes in issue quantities. Issue quantities of hand tools provide the same opportunity for savings.

If a TA lists an item, this doesn't necessarily mean you're authorized to have it. Many times the key to whether a TA can be used by your unit is in the preface. Make sure you understand

any limitations addressed in the preface. Each and every request must be approved by Supply. Allowances can be made for special requirements but they normally involve higher headquarters approval. Certain equipment such as filing cabinets, fans, curtains, rugs, etc., have specific limitations and controls outlined in AFR 67-23. The bottom line is that you—the organization commander—determine if the equipment item authorizations are sufficient; if not, talk with Supply's Equipment Management Section. If you need it, they can help you get it.

The procedures for ordering equipment items vary based on the type of equipment and approval levels. Appendix D contains extracts from tables in AFR 67-23. These tables summarize the steps required to submit and receive approval for many types of equipment. If you have a question on what form to use or what the reference sources are, see Appendix D.

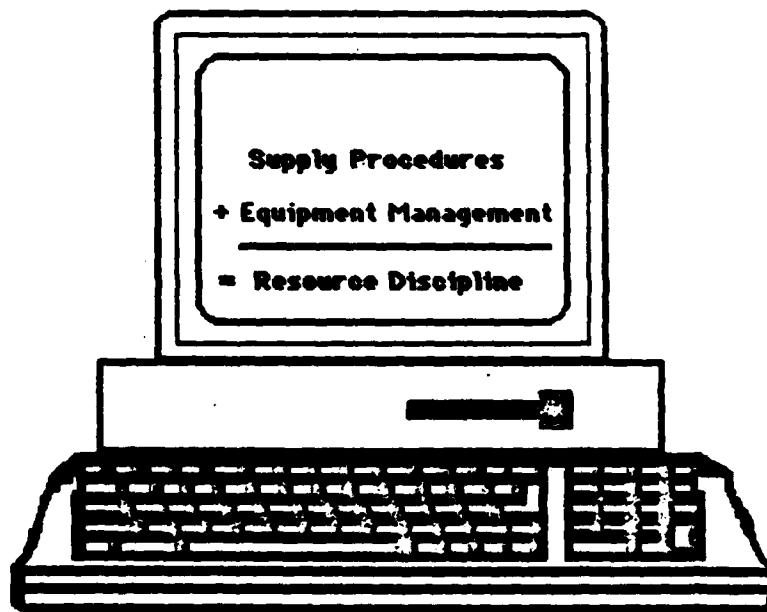
For many of you, your equipment also has a mobility requirement you need to consider. Deployed equipment is the joint responsibility of Supply and the deployed unit. A deployed equipment custodian and deployed CA/CRL is required. While specific needs vary between commands, recent TIG Briefs contain excellent articles that summarize deployed equipment accountability IAW AFM 67-1.

Deployed equipment custodian. The equipment custodian(s) you plan to deploy with do not have to be the same as your day-to-day equipment custodian(s). However, all training must have been accomplished. Make sure you have a few trained alternates.

If you want to save some money, consider looking for some of your furniture and equipment items at your local **Defense Reutilization and Marketing Office (DRMO)**, better known as salvage. Paper work is involved, but if saving a couple of bucks is important, the extra work is worth the effort. Have your property custodians keep in touch with the DRMO folks—especially if you have any short term furniture requirements.

"Turning-in" equipment items to Supply is our next subject. All government property, especially excess, will be turned back into Supply or DRMO unless it has no potential value. Because of control and accountability requirements, **Equipment turn-in procedures** are not like the consumable procedures discussed in the last chapter. Send an AF Form 601 or AF Form 2005 to Supply requesting turn-in of a particular piece of equipment. (In some cases the request can be called-in.) Submit this paper work to the Equipment Management Section. Non-EAID equipment such as

desks and chairs must be cleared through Supply before transferring them to DRMO. AFR 67-23, Chapter 4 lists those few items that can be transferred to DRMO without supply action.



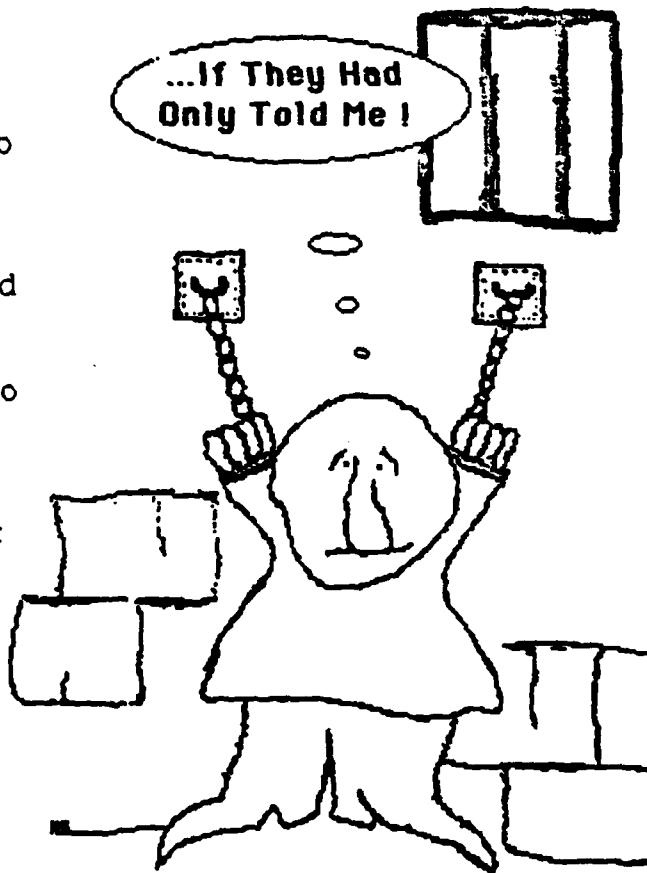
Chapter 4

Resource Protection

Resource discipline is much more than a basic understanding of supply and equipment management procedures. Knowledge of these procedures only gives you the background to begin building a resource discipline foundation. The key is to use this foundation to protect those resources under your control. In this chapter we'll talk about the Air Force resource protection program found in AFR 125-37 that assigns responsibility for resource protection to the commander

The resource protection program provides policy, procedures, and standards for protecting Air Force assets. The object of the program is to reduce loss, theft, and damage to Air Force resources. Effective management of Air Force resources is the duty and responsibility of every Air Force member. However, specific responsibilities belong to you as the unit commander. Responsibilities include **safeguarding property** within your unit by means of:

- written procedures
- prompt investigating /reporting of incidents
- taking corrective action if deficiencies exist.



At the base or wing level, resource protection planning and management is the responsibility of the **Resource Protection Committee**. The committee is two tiered. The senior leadership of the base are members of the **Resource Protection Executive Committee (RPEC)**. This group advises the installation commander about protection standards and anti-theft programs. The RPEC establishes working groups to tackle specific problems. The **Loss Prevention Working Group** monitors the integrity of the base resources management system. On many bases, this group will also work Fraud, Waste, and Abuse actions, a subject we will discuss in the last chapter. The Resource Protection Committee provides the installation commander a tool to apply resource protection standards.

Squadron Security. Establish a program to ensure duty sections and office areas are locked during non-duty hours. Interface this program with your program to secure rooms containing safes and classified.

In addition to the Resource Protection Committee, AFR 125-37 outlines procedures for **Resource Protection Program Inspections**. You can ask for an inspection at any time. The Security Police do these inspections, and they can concentrate their inspection on areas of your choice, such as high value or pilferable items.

Squadron Facility Checks. Use a duty NCO/officer to randomly check your facilities to include dormitories during non-duty hours. Your people are much better able to see "things that are amiss" than a security policeman.

The requirements of AFR 125-37 are not the only Air Force efforts directed at resource protection. Project **HARVEST SECURE** identifies numerous initiatives that will improve the security and accountability of the supply system. These initiatives include greater threat awareness about the vulnerability of our aircraft spares, physical security initiatives in and around our warehouses, changes in ordering procedures at the wholesale and retail level in supply, and increased computer security with the supply computer. You will be seeing a lot of the HARVEST SECURE logo in the next few years to promote this campaign.

Harvest Secure

Protect Our



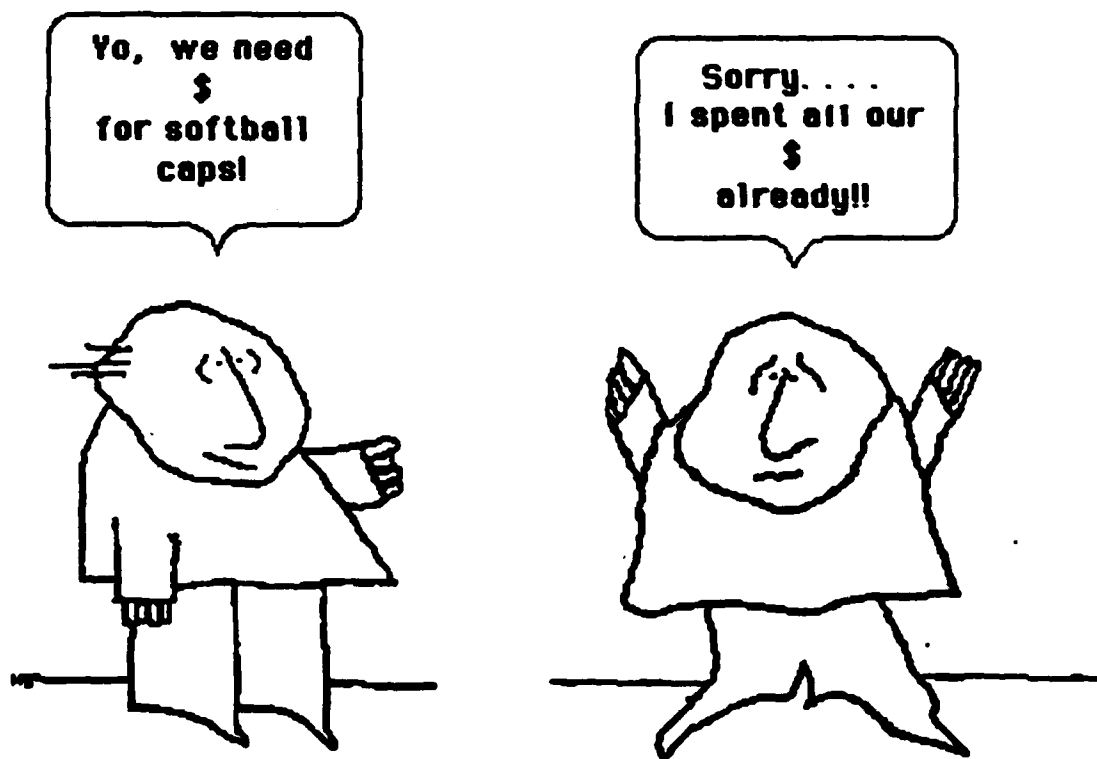
Weapon System Spares

Visitor Control. Consider organizing your administration area in a way that controls visitors in your area. If possible, employ your clerks and secretaries as receptionists.

Money spent on buying supplies and equipment is a big part of the budget. The Air Force is serious on making sure we have controls to adequately protect our resources. You, as the commander, must get the word to your people to be aware that there are those who want Air Force assets, especially aircraft parts, and to report suspicious activity to the right folks.

The Air Force Office of Special Investigations (AFOSI) is an additional avenue you can use to look at your facilities and make recommendations for increased security. A simple AFOSI walk through your squadron area is a excellent first step.

Doing business with supply also means spending your money with supply. As the commander, you're responsible for financial management, and understanding some basic supply management products can make your life a lot easier. The next chapter will start to tie together some of the financial considerations you need to know about as a commander.



Fourth Quarter Blues !

Chapter 5

Financial Management

The consumption of most of your resources will occur several levels below you in your organizational structure. Further, your personal day-to-day supervision of the decisions that affect that consumption at these lower levels will probably be minimal. Therefore, your attention must be on reviewing, validating, and balancing operating budgets. What you do sets the tone and creates the attitude within your organization that will foster a disciplined management of government funds.

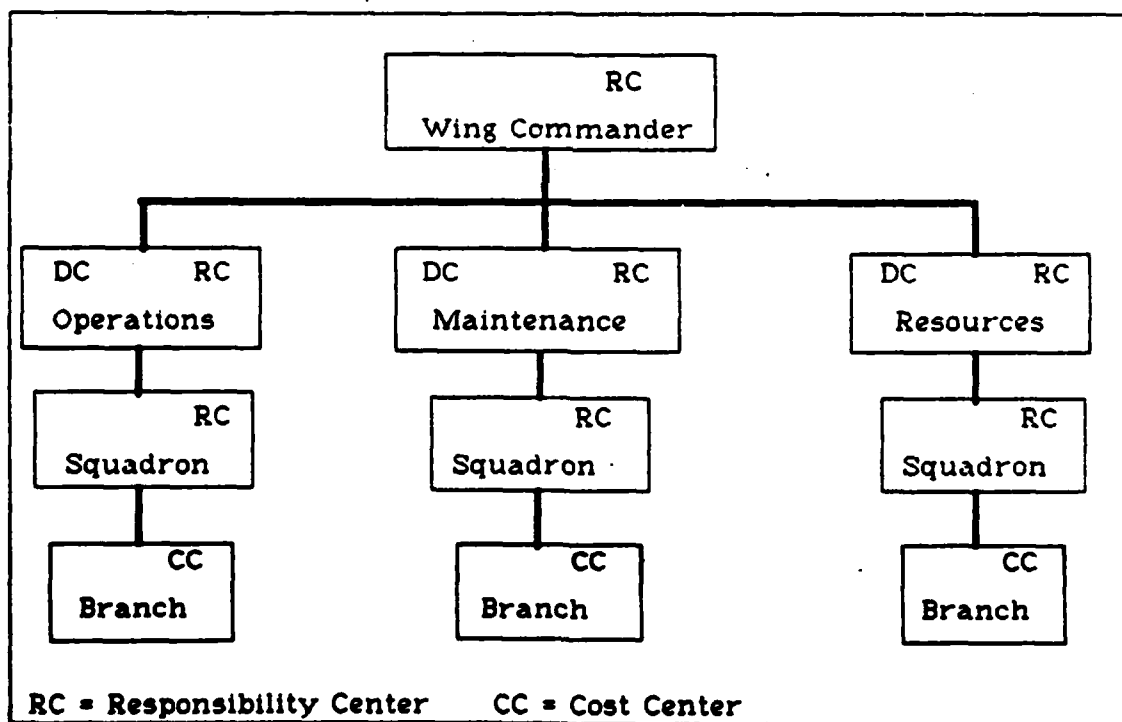


Figure 3. Base Level Financial Structure.

In a base level financial structure, there are, as shown in Figure 3, three layers of Responsibility Center Managers: the installation commander, the deputy commanders, and you—the squadron commander. Ultimate responsibility for financial management is, of course, the installation commanders. However, you as a responsibility center manager must plan, direct, and coordinate the activities of your cost centers. The cost center is the basic production organization in your unit that spends and accounts for funds. Your role with your cost centers include these basic requirements:

- Reviewing resource requirements of your cost centers
- Incorporating requirements into a budget
- Justifying requirements before review groups
- Analyzing performance of your cost centers

So, what should you do to fulfill these requirements? The **resource advisor (RA)** you appoint is the key to successful day-to-day fiscal operations in your squadron. If you appoint a new second lieutenant because he or she needs the additional duty, the results could be easy to predict. Your RA must not only have a thorough understanding of the Resource Management System (RMS), he or she should have a good working knowledge of your organization and its mission, the mix of resources required to run the unit, and the ability to deal with people in subordinate, lateral, and higher organizations. You should be familiar with **AFP 170-1, Resource Management Handbook**.

Training is available through your base Comptroller who is tasked to conduct initial responsibility center manager training within 90 days of assignment. This training provides a general overview of RMS functions and responsibilities, budgeting, and management reports. Because the specific needs of each squadron is different, your RA should get some one-on-one training sessions with the Comptroller. Your RA is responsible for initial CC manager training.

Financial management in your squadron can be divided into two phases.

- **Budgeting.** In this first phase the individual cost center level within your squadron generates estimates of how much money you need to run your squadron and forwards these estimates to higher headquarters. Your knowledge of

forecast changes in your unit's mission or new taskings will make the RAs budgeting task much easier.

- **Day-to-Day monitoring.** This phase involves monitoring of resource consumption. The spending targets you receive from your wing resource management folks are important to you and your unit. After all, it's against the law to spend more than you have (it'll also get you some instant exposure with the Wing Commander). Your RA is your primary source of information and should be briefing you weekly on the status of funds. Of course, he or she should review spending trends daily.

One quick method of monitoring account status is by using a trend chart on an overhead slide. These are simple to generate with the proliferation of small computers. Figure 4 shows a good example of a trend chart that could be used for a monthly spending review. This chart would quickly show you if you are above or below target spending and the direction of the trend.

Annual Spending Program

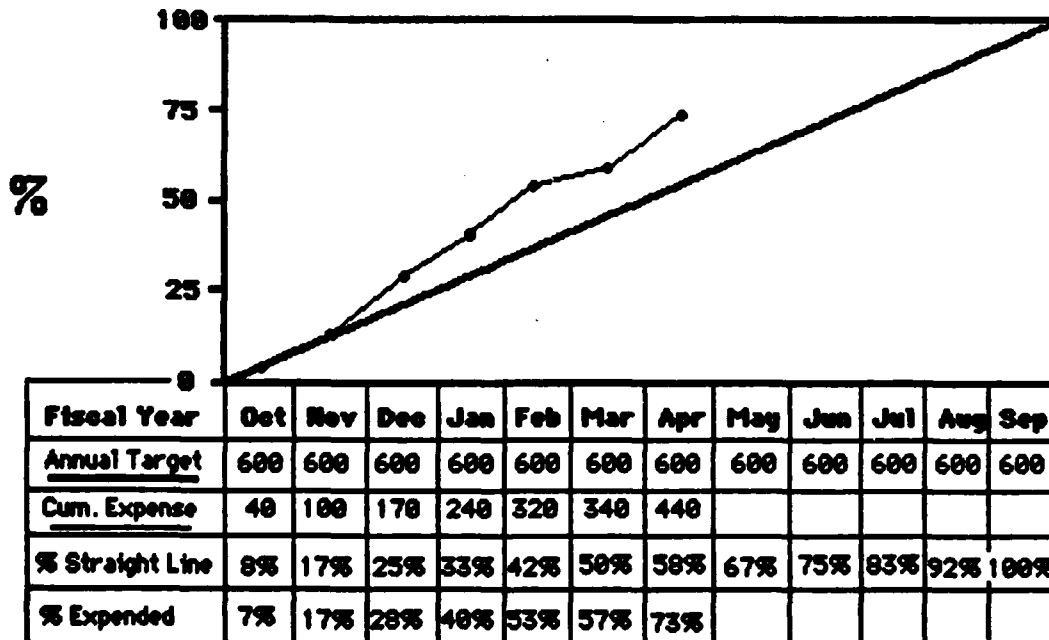


Figure 4. Sample Spending Chart

Another line could be added to show historical percentage trends that would highlight any seasonal spending patterns.

Your actions and interest in the budget will show your concern for disciplined spending habits. Knowledge of two key computer reports will also go a long way in showing your interest in the process and you'll become familiar with the spending trends of your cost centers. The first computer report you should know about is the **D04, the Daily Document Register**. This document is a daily account of every supply transaction for each cost center. Your folks should use this report to double check each transaction with their supply log to ensure what you bought is what you are paying for. In Chapter 6 we will talk more about fraud and waste; however, ensuring your people closely scrutinize the D04 can help reduce temptations to spend government money for supplies not required.

Ordering More Than Needed. Many times in our trouble-shooting efforts, we order more parts than probably needed because we don't know what the problem is. When the excess parts are returned to supply, you might not get credit if current stock requirement levels for the product are met. Order what is really required.

The second computer report you should know about, which is the primary tool the RA uses to manage funds, is the **D11, the PFMR/OCCR Update and Reconciliation**. This report provides the following:

- Summary of all daily transactions by cost center
- Average daily expenditures
- Quarterly and yearly funding targets by cost center
- Prior year(s) obligated money for goods still not delivered
- Available funds for the remaining period.

The D11 is an excellent management tool that gives an accurate fund status indicating areas where you should focus your attention. Your RA should review the D11 daily. Sitting down with your RA once a month and reviewing D11 trends will keep you ahead of any problems.

Chapter 6

Fraud, Waste, and Abuse

The Air Force is committed to prevent and eliminate Fraud, Waste, and Abuse (FW&A). The emphasis is to prevent and detect FW&A before it happens, not to report it after it happens. Newspapers have been full of stories about fraud and waste in government spending. TIG Briefs are now dedicating a section in each issue to the subject. A revised regulation (AFR 123-2) and handbook (AFP 123-6) have been published by the Air Force, providing new guidance and direction to solve this problem. While everyone's responsibility is to prevent FW&A, final responsibility, of course, rests with you—the commander. You're responsible to establish FW&A programs in your unit and publicize it through all possible means. This chapter discusses FW&A and looks at options available in establishing a FW&A program.

AFR 123-2, Air Force Fraud, Waste, and Abuse (FW&A) Prevention and Detection, formalizes the Air Force FW&A program. This regulation greatly expands previous Air Force FW&A activities and clearly shows the commitment made to eliminate FW&A activities. For the most part, installation commanders, investigators, inspectors, and auditors carry out the official battle against fraud and waste. However, fraud and waste prevention does not necessarily start at the top. Encourage your experts down in the trenches to get involved when they see waste. Two programs, a hotline within FW&A guidelines and the closely related Zero Overpricing Program, provide the encouragement to your people to participate in these cost saving efforts.

From your point of view, the preferred solution to a local fraud or waste problem is a unit level solution through the normal chain of command. However, one alternate method is available. A toll free **DOD and Air Force Hotline** is available to all Air Force members to relay suspected FW&A actions. Over the past few years, disclosures on these hotlines have led to noted savings in the Defense Department. Agencies tasked to answer hotline disclosures are required to protect the identity of the individuals making the disclosure, expedite actions to resolve the question, and most

importantly, ensure the answer comes from a command level where there will be no self-investigation.

The **Zero Overpricing Program** is closely related to FW&A and is an excellent opportunity for everyone to help the Air Force save money. When the price the government is paying for an item is in excess of fair and reasonable or when a less expensive alternative is available, zero overpricing possibly exists.

AFR 400-17, Zero Overpricing, provides the specific guidance for this program. Base Supply is the primary OPR for the program with the Customer Service Unit serving as the primary point of contact. Disclosures under the Zero Overpricing Program are handled similarly to FW&A disclosures. A significant difference in these two programs is the possibility of **cash awards** under the Zero Overpricing Program.

Successful zero overpricing challenges have been numerous. For example, a supply NCO challenged the \$138.86 price of a machine bolt. After investigation, a new price of \$16.90 was established and the NCO received \$487. A maintenance NCO challenged the \$3,152.37 price for an exit door light. The new price was one-twelfth of that and the NCO received \$1,136.

Recognizing the conditions that allow FW&A to happen is your key to prevention. Certain indicators or areas of interest should be a starting point when addressing FW&A. **AFP 123-6, FW&A Indicators Handbook**, provides an excellent source to review those types of activity that potentially could lead to fraud or waste. Some areas linked to FW&A cases that continue to show up on reports and in the media (...ugh) are:

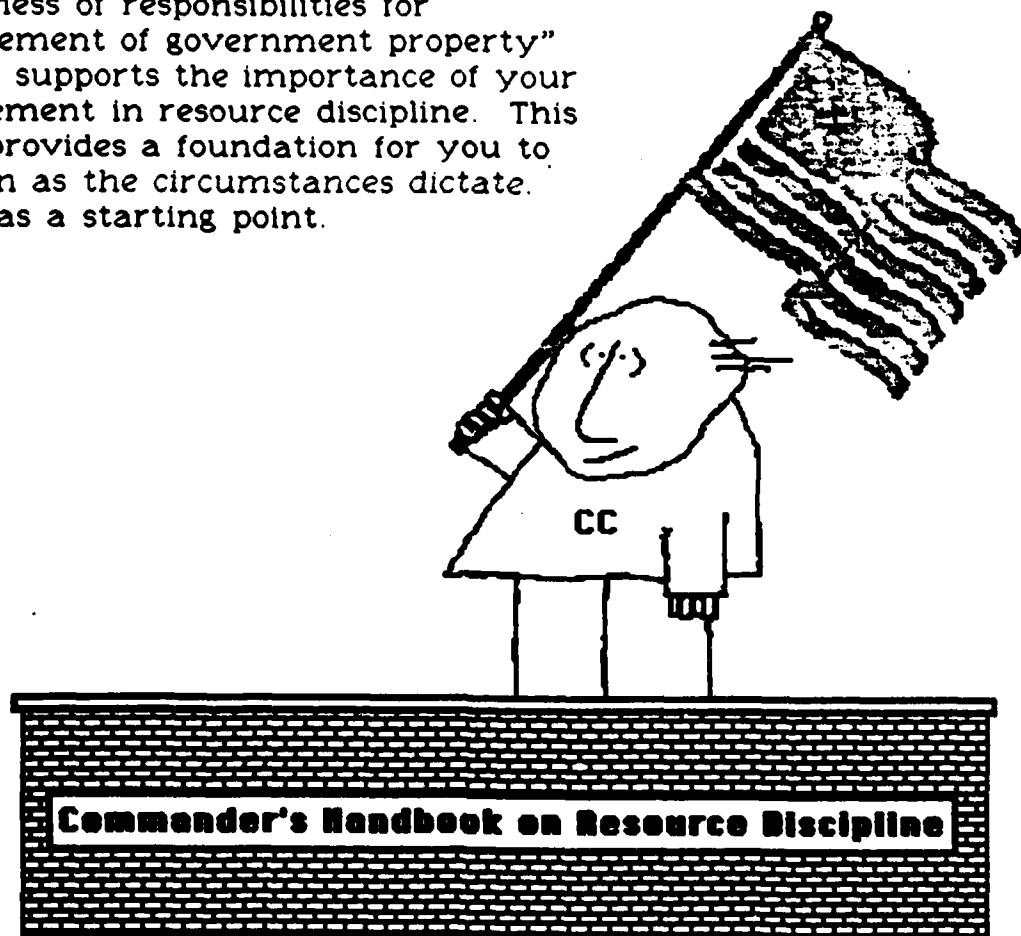
- Product substitution fraud
- Use or misuse of small computers
- Insufficient corrective actions
- Unexplained expenditure of funds
- Unexplained scrap metal in squadron collection area

Methods to detect FW&A activities before they happen are as plentiful as the multitude of different FW&A cases. Obviously the key is a system of controls to detect the conditions that could lead to FW&A. **AFR 15-1, Air Force Internal Controls**, provides some basic checklists you can use to evaluate controls you have established. These checklists focus on controls at all levels in your unit, periodic reviews of these controls, and any vulnerabilities within your unit. Also, as was suggested last chapter, a visit to

your work areas by an AFOSI investigator can provide ideas and direction to combat fraud and waste.

Squadron FW&A Program. Of course the real point is to prevent FW&A in your unit before it has a chance to occur. Experience has shown that our young Airmen can have a different perspective that can be effectively used in FW&A programs. Involve your Airmen. Start by making FW&A a topic in your squadron INTRO Program. Provide an incentive for Zero Overpricing challenges. And publicize in commander's call the successful results of disclosures or challenges. It is a team effort.

FW&A prevention and detection is an appropriate way to pull together the concept of resource discipline. You can't afford to be a part of waste and abuse of government resources and be a successful leader in this Air Force. Recent initiatives by the Air Force Inspector General in establishing a special interest item (SII 069) to "evaluate the implementation of AFR 20-14 and to increase awareness of responsibilities for management of government property" clearly supports the importance of your involvement in resource discipline. This guide provides a foundation for you to build on as the circumstances dictate. Use it as a starting point.



Glossary

List of Abbreviations

AFEMS	— Air Force Equipment Management System
AFRAMS	— Air Force Recoverable Assembly Management System
AWM	— Awaiting Maintenance
AWP	— Awaiting Parts
BFMO	— Base Fuels Management Office
BPA	— Blanket Purchase Agreements
BLSS	— Base Level Self-sufficiency Spares
BSS	— Base Service Store
CA/CRL	— Custodian Authorization/Custody Receipt Listing
CC	— Cost Center
CEMAS	— Civil Engineering Materiel Acquisition System
COCESS	— Contractor Operated Civil Engineer Supply Store
COPARS	— Contractor Operated Vehicle Parts Store
COS	— Chief of Supply
CSU	— Customer Support Unit
CTK	— Composite Toolkits
DIC	— Document Identifier Code
DIFM	— Due in From Maintenance
DRMO	— Defense Reutilization and Marketing Office
EAID	— Equipment Authorization Inventory Data
EMC	— Equipment Management Code
ERRC	— Expendability, Recoverability, Repairability, Category
FAD	— Force Activity Designator
FMB	— Financial Management Board
FWG	— Financial Working Group
FTD	— Field Training Detachment
FW&A	— Fraud, Waste, and Abuse
GOCESS	— Government Operated Civil Engineer Supply Store
GSA	— General Services Administration

Glossary

List of Abbreviations (Cont)

IEU	— Individual Equipment Unit
JAIL	— Where you'll go if.
LCOM	— Logistics Composite Modeling
LOGAIR	— Logistics Airlift
LOGCESS	— Logistics Civil Engineering Support
LPWG	— Loss Prevention Working Group
MDR	— Materiel Deficiency Report
MESL	— Mission Essential Spares Listing
MICAP	— Mission Capable
MMICS	— Maintenance Management Information and Control System
MSL	— Maintenance Supply Liaison
NSN	— National Stock Number
OCCR	— Organization Cost Center Report
PEC	— Program Element Code
PFMR	— Project Fund Management Record
QDR	— Quality Deficiency Report
RA	— Resource Advisor
RC	— Responsibility Center
RCM	— Responsibility Center Manager
RCSS	— Repair Cycle Support Section
RMS	— Resource Management System
RPEC	— Resource Protection Executive Committee
SBSS	— Standard Base Supply System
SCARS	— Serialized Control and Reporting System
SMR	— Source, Maintenance, and Recoverability

Glossary

List of Abbreviations (Cont)

SPRAM	— Special Purpose Recoverables Authorized Maintenance
SRAN	— Stock Record Account Number
SRD	— Standard Reporting Designator
SYCK	— What you might be after reading
TA	— Table of Allowance
TCTO	— Time Compliance Technical Orders
TIC	— Tool Issue Center
TRIC	— Transaction Identifier Code
TRN	— Turn-in Transaction
UJC	— Urgency Justification Code
UMMIPS	— Uniform Materiel Movement & Issue Priority System
UND	— Urgency of Need Designator
WRM	— War Reserve Materiel
WRSK	— War Readiness Spares Kit

Appendices

Appendix A: Status Codes

Status Code: a two character code that provides information regarding the anticipated delivery, delay, rejection, or cancellation of a specific item. The first character in the code identifies the organizations authorized to use the code. The second digit specifies the action or status. By combining the user(s) unique first digit with a second digit, thousands of possible combinations exist to relay status information on any order in the defense logistic network. Service or agency unique codes (e.g. F_ for Air Force) cannot duplicate generic status codes used between services and other agencies. The following is a partial listing of status codes. These include those codes used most often and an example of the variety of codes available. A complete listing of all Status Codes is in AFM 67-1, Vol I, Part Four, Attachment 18.

Code	Explanation
BA	Item being processed for release and shipment.
BB	Item backordered against a due-in to stock.
BC	Item backordered. Long delay expected.
BD	Requisition is under review.
BF	No record of your document. Follow-up or cancellation request submitted.
BG	Stock number, unit of issue, or part number has changed
BH	Service coordinated/approved substitute item
BJ	Quantity changed to conform to unit pack
BN	Requisition being processed as free issue
BQ	Cancelled by requisitioner, consignee, manager, or other
BV	Item procured and on contract for direct shipment to consignee
B3	Required availability date is unrealistic
B7	Unit price change

Appendices

Appendix A: Status Codes (Cont)

<u>Code</u>	<u>Explanation</u>
C_	Status codes C_ and D_ designate rejected actions.
D_	Rejection reasons can be as simple as errors in the order, obsolete or inactive stock numbers, or funding problems.
FB	Back order cancelled. Report of serviceable excess received.
FF	Rejected. Item not authorized.
FG	Rejected. Item not authorized by AF activities.
FH	Rejected. Requisition cancelled due to application of marginal analysis.
FO	Rejected. Incomplete or invalid TO reference.
FP	Item requested is used on end item—Command supported
SA	Rejected. Resubmit with information required by instructions.
SB	Rejected. Report garbled, incomplete.
SD	Rejected. NSN not identified
SH	Rejected. Unit of issue incorrect.
TA	Credit return for quantity indicated.
TC	Not returnable for quantity indicated.
TF	Materiel received. Status being investigated.
TG	Materiel required for lateral redistribution.
TH	Credit will be granted for quantity indicated.
TJ	Noncreditable return.
TM	Materiel received. No credit or reduced credit.
TU	Materiel not received.
TW	Credit action in process.

Appendices

Appendix B: Shipment Codes

Shipment Code: one character code that provides the method of transportation from the consignor.

<u>Code</u>	<u>Description</u>
A	Motor, truckload
B	Motor, less than truckload
C	Van
D	Driveaway, truckaway, towaway
E	Bus
F	Military Airlift Command (MAC)
G	Parcel Post, surface
H	Parcel Post, air
I	Government trucks, outside local area
J	Small package carrier
K	Rail, carload
L	Rail, less than carload
M	Freight forwarder
N	LOGAIR
O	Organic military air
P	Through bill of lading
Q	Air freight, air express
R	Expedited air freight
S	Scheduled truck service
T	Air freight forwarder
U	QUICKTRANS
V	SEAVAN
W	Water, river, lake, (commercial)
X	Bearer (customer pickup of materiel)
Y	Intratheater airlift service
Z	MSC

Appendices

Appendix B: Shipment Codes (Cont)

<u>Code</u>	<u>Description</u>
2	Government watercraft
3	Roll on/roll off service
4	Armed Forces Courier Service
5	United Parcel Service
6	Military Official Mail
7	Express Mail
8	Pipeline
9	Local delivery by government or commercial truck

Appendices

Appendix C: ERRC Codes

ERRC code: Expendability, Recoverability, Repairability, Category designators are three position codes used to categorize various Air Force equipment into various groupings. If the first position is 'X', the item is identified as a supply item. If the first position is 'N', the item is an equipment item. The second position denotes authorized level of repair—'B' base level; 'D' depot level; and 'F' field level. The third position is the cost category or equipment management code. More indepth explanations follow.

Expendability, the first position of the ERRC designator, designates the type of accounting for a particular item. 'X' coded items are consumables or parts of a higher assembly. For example, a \$500,000 aircraft black box is part of a larger assembly (aircraft). 'X' **does not** necessarily mean throw away. 'N' coded items are not consumed nor are they part of a larger assembly. Shop equipment and ground support equipment are in this category.

Recoverability/Repairability, the second position of the ERRC designator, identifies those items that are recoverable or can be repaired and at what level within the logistics community. The level at which repair is made is also the level at which a decision can be made if an item is condemned or not. 'D' identifies an item subject to repair. 'F' identifies an item that can be repaired at organizational or intermediate levels. 'B' identifies an item that is not reparable and normally consumed in use.

Appendices

Appendix C: ERRC Codes (Cont)

Management Code, the third digit of the ERRC designator, dictates the type of management used on an item. The third digit is always a number which partially depends on the first letter of the ERRC code. For expendable items (first digit **X**), the third digit determines whether the SCARS program or the AFRAMS program manages the asset. The SCARS program is for high value items and the user normally doesn't get involved with their management program. For equipment items (first digit **N**), the third digit determines if the item is accountable on your CA/CRL. A '1' (i.e. NF1) means the item is not normally on your CA/CRL. Any other third digit means the item is accountable on your CA/CRL.

Appendices

Appendix D: Equipment Request Help

Support Equipment Request

		then before you submit your request to base supply it must be		
if the request is for	consisting of	coordinated by	approved by	refer to
audiovisual equipment		base-level audiovisual manager		AFR 95-1 & AFR 95-7
carpet			base civil engineering	AFM 88-15
coffee makers (for break areas)			wing/base commander	TA 006
coping machine				AFR 6-1
duplicating machine				
filing equipment	patented filing and indexing systems	wing/base DA	wing/base DA	AFR 12-20
	installed powered storage systems	wing/base PDO		AFR 7-1 & AFR 12-20
	mechanized or powered filing systems	base documentation manager		AFR 12-20
	safes	base civil engineering		AFM 88-15
interbase radio systems	base stations		base ISRB	AFR 700-18
	paggers			
	two-way radios			

Appendices

Appendix D: Equipment Request Help (Cont)

		then before you submit your request to base supply it must be		
If the request is for	consisting of	coordinated by	approved by	refer to
locally procured test, measurement, and diagnostic equipment (TMDE)		supporting test, measurement, and diagnostic equipment lab (TMDE)		AFR 74-2
magnetic media typewriters (see Note)				AFR 700-series dir.
micrographics equipment				AFR 6-1
microcomputers (TA 009) items (see Note)		wing/base DA	supporting ISRB	AFR 700-series dir.
microwave oven (for break areas)			wing/base commander	TA 006
office partitions		base civil engineering		AFM 88-15
photographic equipment			base-level audiovisual manager	AFR 95-1
recorders, tape sound & visual				AFR 95-7
recorders, (answering service)			supporting ISRB	AFR 700-8, vol II and AFR 124-18
refrigerators (for break areas)			wing/base commander	TA 006

Appendices

Appendix D: Equipment Request Help (Cont)

		then before you submit your request to base supply it must be		
If the request is for	consisting of	coordinated by	approved by	refer to
rugs			base civil engineering	AFM 88-15
word processors & assoc equipment			supporting ISRB	AFR 700-series dir.

Note: Consult with supporting ISSO before submitting

Methods to Submit Requests for Equipment Items

Is the item being requested allowed in the Table of Allowance (TA)-?	Does the quantity being requested plus in-use quantity exceed the allowance?	Is approval authority required above the wing/base level?	Is the requested item listed as Budget Code 9?	Submit your request using			
				AF Form 601	AF Form 2005	Letter	Call-in
No				Yes			
Yes	No	No	No		Yes	Yes	Yes
Yes	No	Yes	Yes/No	Yes			
Yes	Yes	No	No	Yes			
Yes	Yes	No	Yes		Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes			
Yes	Yes	Yes	No	Yes			

Index

AFM 67-1, 4, 16
 AFM 123-6, 26
 AFP 70-1, 11
 AFP 170-1, 22
 AFR 0-10, 15
 AFR 20-14, 2, 27
 AFR 50-10, 6
 AFR 67-23, 4, 7, 16-17
 AFR 123-2, 25
 AFR 125-37, 14, 18-19
 AFR 170-22, 26
 AFR 400-17, 26
 Air Force Inspector General, 27
 Air Force Office of Special
 Investigations (AFOSI), 20, 27
 Base Service Store (BSS), 5-7
 Bench stock, 5-6
 Brand name, 10
 Budgeting, 22-23
 Checklists, Internal Control, 26
 Chief of Supply, 4-5
 Commander responsibilities, 1-2, 15,
 18, 22, 25
 Contracting, 10-11
 Cost center, 21-22
 Custodian Authorization/Custody
 Receipt Listing (CA/CRL), 14-16
 Customer Service Unit, 4-5, 7, 10
 Daily Document Register (D04), 24
 Defense Reutilization and Mar-
 keting Office (DRMO), 11-12, 16-17
 Deliveries, 5, 8
 Demand processing unit, 5-7
 Document number, 7-8
 Due-in-from maintenance (DIFM),
 9,
 Equipment Authorization
 Inventory Data (EAID), 14
 Equipment custodians, 15
 Equipment Management, 5-6, 14-17

Equipment Management Code
 (EMC), 14
 Equipment Management Section,
 16-17
 Expendability, Recoverability, Re-
 pairability code (ERRC), 9, 14
 Expendable supplies, 6
 Financial Management, 2, 21-24
 Forms
 AF Form 538, 7
 AF Form 601, 16
 AF Form 2005, 6, 10, 17
 DD Form 1348-6, 10
 Fraud, Waste, and Abuse, 2, 25-27
 Fuels Management Branch, 5
 Harvest Secure, 3, 19-20
 Hotlines (DOD and USAF), 25
 Individual Equipment, 5-6
 Inspection Section, 11
 Inventory records, 5
 Last Look, 13
 Loss Prevention Working Group, 19
 Management and Systems Branch,
 5
 Materiel Deficiency/Quality
 Deficiency Report (MDR/QDR), 10
 Materiel Management Branch,
 5, 10
 Materiel Storage and Distribution
 Branch, 5
 Non-EAID, 14
 Operations Support Branch, 5
 PFMR/OCCR Update and Recon-
 ciliation Report (D11), 24
 Priorities, 8-9
 Priority Monitory Report (D18), 9
 Quality Assurance, 11
 Repair Cycle Support Section, 9
 Repairable items, 5
 Retail Sales, 5-6

Index

Resource Advisor (RA), 22-24
Resource Discipline, 1, 18, 27
Resource Protection, 2-3, 18-20
Resource Protection Committee, 19
Resource Protection Program, 19
Responsibility center, 21-22
Safeguarding property, 18
Sensitive items, 3
Shipment codes, 9
Shop residue, 12
Sole source, 10
Status codes, 9
Stock control, 5, 10
Supply
 computer operations, 5, 19
 discipline, 1-2
 procedures, 4-13
 Research Unit, 7
 training, 6
 turn-in
 Consumables, 11-12
 Equipment, 16-17
 warehouse, 5, 19
Tables of Allowance (TAs), 15
TIG Brief, 16
T.O. 00-35D-54, 11
Tool issue, 5-6
Training
 Supply, 6
 Resource Management, 22
Visitor Control, 20
War readiness materiel, 5-6
War Readiness Spares Kit (WRSK), 6
Wastebusters, 11-12
Zero Overpricing Program, 25-27

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LMED
-8